



State of the County Report 2004

Miami, Florida



2003 Highlights



1. Since the passage of the People's Transportation Plan, the County significantly expanded Metrorail and bus service for County residents, adding new routes and buses, expanding hours of operation, expanding the Golden Passport program for seniors and making Metromover free for all riders.
2. The continued use of technology allowed Miami-Dade to remain at the forefront of the governmental technology revolution and further improve customer service, making government more accessible for residents and saving taxpayers millions of dollars in paperless, efficient delivery.
3. County management balanced the fiscal year 2003-04 budget, decreasing the combined tax rate by 0.025 mills from the previous year and increasing County emergency reserves to a more adequate level.
4. Taking advantage of lower interest rates, the County was able to finance and fund a portion of the cost of a capital improvement program for improvements to and acquisitions of neighborhood and regional parks, beaches and natural areas, as well as recreational and heritage facilities.
5. Streamlining and reorganization of departmental functions and the implementation of strategic planning initiatives allowed the County to improve internal operations and customer service for residents.
6. Despite the fear and concerns for resident safety, the Free Trade Area of the Americas Ministerial and VIII Americas Business Forum meetings in downtown Miami ran smoothly and were for the large part free of public safety emergencies, thanks to an unprecedented collaboration of County and municipal employees.

Office of the Mayor, Miami-Dade County, Florida



January, 2004

Dear Friends:

This is my final State of the County report and I am proud to declare that the state of Miami-Dade County is strong, robust and optimistic.

Since I took office in 1996, our community has been facing and overcoming many tests. We are winning the fight against crime and corruption. We are rebuilding our antiquated transportation system. We are fixing our neighborhoods and abating flooding. We computerized our voting machines and we continued to urge the Florida Legislature to follow the voters' mandate and fund quality pre-kindergarten education for every Florida four-year-old who wants it.

We are enlarging and modernizing our airports and seaport. We are working to provide quality healthcare and child care. Our visitor industry is almost back to pre 9/11 levels, and we have 10,000 more people working than were a year ago. Our convention business is booming and last year, we hosted the NAACP Convention, Latin Grammy Awards, the Free Trade Area of the Americas (FTAA) meetings and the 2003 World Series.

As everyone knows, in 2003 I appointed George M. Burgess, a brilliant and visionary County Manager, to provide us with a new brand of leadership. Together we again balanced the budget, and for the sixth time reduced our millage rate.

We are meeting our complex homeland security challenges. And as the American Gateway, we are also moving steadily to make our community the Permanent Secretariat of the FTAA and enhance our position as one of the leading communities in this hemisphere.

There are still challenges to be met. We are working on ways to provide affordable prescription drugs to County employees and seniors; healthcare for our working residents; and we plan to ask our citizens for permission to issue a \$2 billion General Obligation Bond to bring our infrastructure into the 21st Century.

As I near the end of my term in office, it is my continuing honor to serve as the mayor of a community so filled with promise, purpose and possibility.

Sincerely,

A handwritten signature in black ink, appearing to read "Alex Penelas". The signature is fluid and cursive, with a large initial "A" and a long, sweeping underline.

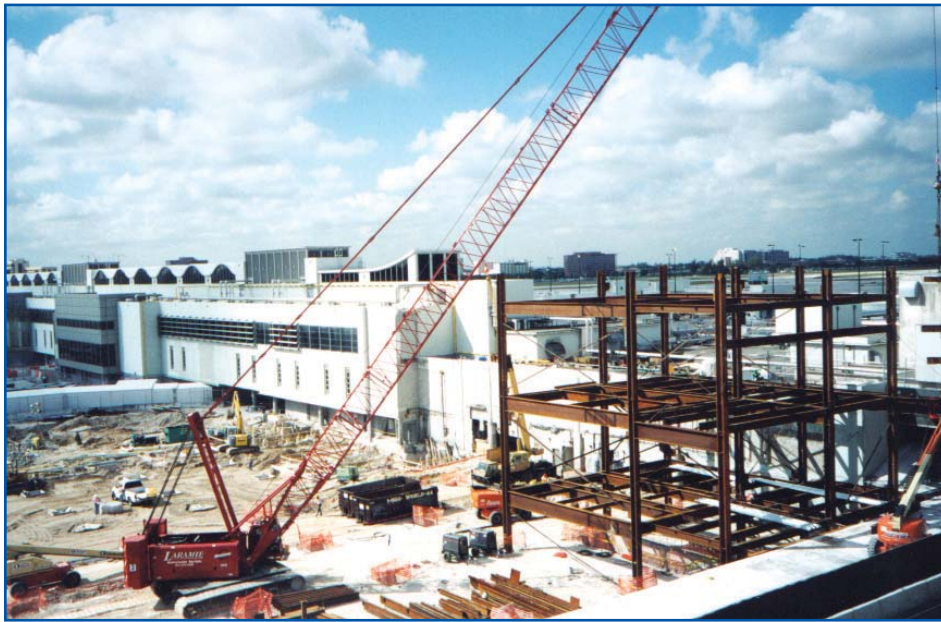
Alex Penelas
Mayor



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Improving Transportation

The year 2003 was a year of progress and improvement for Miami-Dade Transit and residents as the passage of the People's Transportation Plan allowed the County to significantly expand mass transit systems, add new buses and routes, improve roads, expand hours of operations and make Metromover free for all riders. In addition to the improvements of the mass transit system, Miami-Dade County continued implementing new security initiatives at the airport and seaport intended to protect residents and visitors. Miami International Airport also greatly expanded operations by beginning development of a new terminal and opening a fourth runway.



Development of the South Terminal at Miami International Airport is underway, using more than 2,000 tons of steel. Airport officials also dedicated a fourth runway in August of 2003.

On November 5, 2002, the voters of Miami-Dade County overwhelmingly passed the People's Transportation Plan (PTP). The following summarizes some significant accomplishments subsequent to the passage of the surtax initiative:

- Allowed free fares for Metromover and free transit for Miami-Dade residents age 65 and above;
- Dedicated and opened the new Florida International University (FIU) Bus Terminal, a facility servicing approximately 1,230 passengers per week;
- Opened the South Miami-Dade Busway and 168th Street Park and Ride facility;
- Broke ground on the South Miami-Dade Busway from Southwest 211th Street to Southwest 264th Street;
- Prepared service plans and coordinated implementation of the PTP improvements for Metrorail, which included more frequent service, all-night operation, and extension to the Palmetto Metrorail Station;

Improving Transportation



Since the passage of the People's Transportation Plan (PTP) in November of 2002, Metrorail has seen a good deal of improvements including improved headway, a new Palmetto Metrorail station and 24-hour Metromover service.

- Ordered 170 new buses (100 full size and 70 mini-buses);
- Continued to manage the final design and construction of the South Miami-Dade Busway Extension to Florida City;
- Met with Florida Department of Transportation (FDOT), Miami-Dade Expressway Authority and Tri-Rail officials to map an action plan for development of the East-West line from FIU to Downtown Miami;
- Completed the first-ever transfer of transit surtax proceeds to local municipalities and developed a municipal contacts database to assure responsiveness and prompt assistance to concerned municipalities. Local municipalities have received approximately \$14 million in surtax funds generated by the one-half percent initiative;
- Updated PTP website "trafficrelief.com" to better serve the community on PTP activities;
- Miami-Dade Transit (MDT) unveiled the first of 3,000 new bus shelters being installed throughout Miami-Dade County. The new shelters feature solar-power technology that uses solar panels to energize a self-contained, low-voltage system that can be used to light up advertising in the bus shelters;
- Improved Metromover by offering free service on its three loops, extended service hours until midnight on the Metromover Brickell and Omni loops and 24-hour service on the Metromover Inner loop;
- On July 21, 2003, the first neighborhood, full-service Transit Service Center at the Edison/West Little River Neighborhood Center opened. The Little Haiti Transit Service Center offers a range of services to citizens in the area such as transit monthly pass and token sales, Golden Passport processing, Metrorail parking permits, Metrobus reduced-fare permits, Bike & Ride permits and applications for Special Transportation Service;
- MDT streamlined its Bike and Ride Program to make it easier for bicyclists to apply for permits and increased the opportunity for the bicycling public to more conveniently use the public transit system;
- MDT improved the amount of revenue miles between service interruptions by 22.7% from the previous year.

Miami-Dade Bus Improvements:

- Added 357,906 hours of service;
- Added 4,532,373 service miles;
- Entered 66 additional buses into peak-hour service;
- Improved 11 routes to 30-minute peak-hour service;

Improving Transportation

- Improved 10 routes to 30-minute midday service;
- Improved 16 routes to 30-minute weekend service;
- Implemented two new midday service routes (Routes 95 Express and Flagami MAX);
- Added three new weekend service routes (Routes 6, 28, and 104);
- Implemented seven new circulator routes: Little Haiti Connection, Coconut Grove Circulator, Little Havana Circulator, Coral Way MAX, Hialeah Gardens Connection, Sweetwater Circulator and the Flagami Circulator;
- Improved 11 countywide routes by adding overnight service;
- Improved 34 countywide routes through schedule adjustments; and 17 countywide routes with extended service.

The Golden Passport Program has grown to 92,000 registered members (up from 52,000) since the passage of the PTP, and the program has been expanded to include more outreach activities in larger facilities such as the Government Center Station, Team Metro offices and Community Action Agency offices.



The Miami-Dade Aviation Department (MDAD) placed more than two dozen defibrillators in the terminal for use by the traveling public in case of an emergency. The equipment was funded by a State Emergency Medical Services (EMS) grant for the improvement of the delivery of medical services.

The Baggage Protection Security Plan was added to the MDAD Airport Security Program.

Through the development process of MDAD's Volunteer Information Program, Aviation's Customer Service Division established several educational partnerships with South Florida universities and a Passenger Terminal Survey has been implemented in order to identify areas of improvement.

Despite a slow economy and a drop in tourism nationwide, the Port of Miami continued an increase in its cargo tonnage of 3.7% over the previous year and an 8.7% increase in its cruise business with 3,960,614 vacationers sailing the high seas.

The Port secured additional federal grants of approximately \$10.9 million to offset the continued increased security infrastructure costs, continued to support more than 45,000 direct/indirect jobs to the local economy and generated an economic impact of more than \$8 billion.

The Department of Human Services (DHS) Disability Services and Independent Living Program issued 1,506 parking citations to persons illegally parked in spaces reserved for disabled parking permit holders.

The Miami-Dade Metropolitan Planning Organization (MPO) spearheaded a countywide program to reduce pedestrian deaths and injuries on County streets and highways.

The South Florida Vanpool Program (SFVP) increased to more than 70 active groups, which represents an increase of 30% as compared to the prior year, helping to alleviate traffic congestion in the tri-county area.

Making Our Neighborhoods Safer

The priorities of this community continue to be shifted since 9/11 to address the new realities of homeland security. As such, Miami-Dade County continued its commitment to expanding public safety efforts to ensure that resident and visitor safety remain a top priority. Police and fire first responders continue the distribution of new response equipment intended to improve response time and effectiveness. The Office of Emergency Management continued to successfully participate in local and regional domestic security terrorism drills to improve communication and reaction time.

The Miami-Dade Police Department (MDPD) assisted the Florida Department of Children and Families (DCF) in developing and implementing a Missing Persons Unit.

MDPD's Pharmaceutical Diversion Unit seized in excess of \$5 million of diverted pharmaceuticals, removed medical equipment worth \$700,000 from makeshift medical establishments and obtained monetary assets in excess of \$1 million.

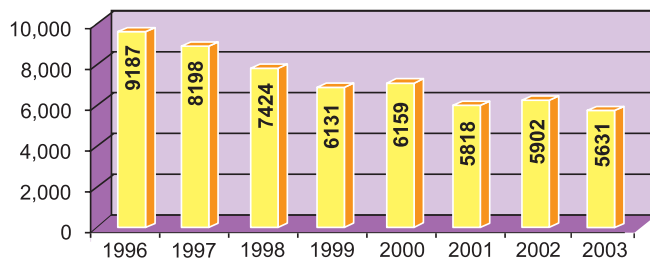
MDPD initiated a six-week enforcement initiative dubbed "Operation Stingray," in order to target narcotics traffickers who operate via boat ramps and marinas located throughout Miami-Dade County, and resulted in the seizure of nearly 200 kilos of cocaine.

Miami-Dade Police Department's Cargo Theft Task Force successfully recovered more than \$38 million in stolen cargo and 172 stolen commercial vehicles with a collective value in excess of \$5 million in 2003.



MDPD's Street Terror Offender Program (STOP) investigators identified and dismantled 22 armed home invasion robbery groups through proactive investigation and arrested an additional 30 robbery group members for narcotics and firearm violations. Additionally, 59 subjects were arrested for involvement in violent home invasion robberies, armed narcotic trafficking and police impersonation. Fifty-seven firearms, more than 7,500 rounds of ammunition and 2.250 kilograms of cocaine were seized.

MDPD established an Intelligence Operations Center in furtherance of the timely and accurate processing of threat intelligence and to properly analyze, verify and route this information to the appropriate authorities within the public safety sector.



Miami-Dade Police Department Violent Crimes per 100,000 Residents in Unincorporated Miami-Dade County

(Homicide, Robbery, Forcible Sex Offenses, Aggravated Assault)

Violent Crime Down 5% 2003 vs. 2002

Down 39% from 1996

Making Our Neighborhoods Safer



Miami Dade Fire Rescue (MDFR) expediently responded to nearly 200,000 emergency calls in 2003.

MDFR's Motorcycle Emergency Response Team (MERT) was initiated to expedite medical treatment for accident victims.

The Antivenin Unit of MDFR responded to more than 170 snakebite calls, of which nearly 70 were confirmed venomous-bite incidents and all patients experienced full recoveries.

As a leader in pre-hospital care, MDFR's Emergency Medical Services (EMS) Division increased the number of rescue units from 24 to 37 capable of administering Retavase, the clot-busting drug used to treat heart attack victims.

The MDFR Public Education Bureau co-sponsored the 2003 Burn Awareness Festival, where it taught more than 3,000 Miami-Dade County students the importance of fire and life safety, and conducted more than 600 presentations teaching fire and life safety to 40,000 residents.

MDFR's life safety inspections of all commercial occupancies increased by 7%.

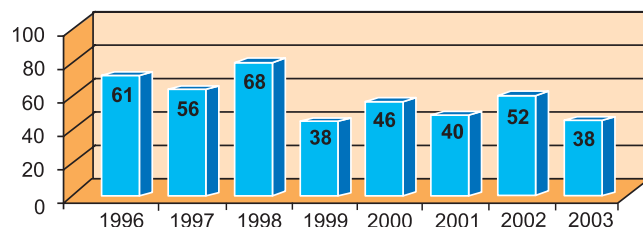
MDFR's new fire rescue service was added for the West Kendall and Highland Oaks areas.

MDFR's EMS Division placed two new Advanced Life Support (ALS) suppression units in service and upgraded one suppression unit from Basic Life Support to ALS capability, increasing paramedic services throughout the County.

An additional Hazardous Materials (HazMat) response unit went into operation, reducing MDFR's response time throughout the County for HazMat incidents.

Miami-Dade Police Department Homicides per 100,000 Residents in Unincorporated Miami-Dade

**Homicides Down 27% 2003 vs. 2002
Down 38% from 1996**



Making Our Neighborhoods Safer

The Office of Emergency Management (OEM) implemented a municipal outreach program in an effort to encourage cities to participate in the Terrorism Advisory Committee and in the revision of the Terrorism Response Plan.

OEM distributed response equipment to Metropolitan Medical Response System hospitals in Miami-Dade and secured a sustainment grant for the Miami-Dade Metropolitan Medical Response System.

OEM functioned as one of the lead agencies for the Regional Domestic Security Terrorism Task Force (RDSTTF) Weapons of Mass Destruction drill at Pro Player Stadium in May.

OEM developed and hosted a 12-part series on disaster preparedness, which was produced by and aired on the Cable-TAP network.



Corrections Department officers fingerprint children at Miami Metrozoo. More than 12,000 children were fingerprinted and received emergency ID cards in 2003.

Through the following efforts of the Building Code Compliance Contractor Investigations Section, more than \$175,000 has been recovered on behalf of homeowners who were defrauded by unlicensed contractors:

- Four reverse-sting operations against unlicensed activities, netting 52 arrests.
- Seventeen commercial vehicle checkpoints throughout Miami-Dade County by the Miami-Dade Police Department and other municipal police agencies to enforce Chapter 10 of the Code, netting 225 citations and 230 arrests of unlicensed contractors.

The Miami-Dade Building Department demolished 153 unsafe structures.

The Miami-Dade Community Relations Board (CRB) initiated the "No Place For Hate" campaign at their 40th Anniversary Conference, in partnership with the Anti-Defamation League.

The Miami-Dade Housing Agency (MDHA) installed safety and security cameras in various public housing developments to enhance security and reduce the costs for security guards.

The Grants Coordination Unit of the Office of Strategic Business Management helped identify funding opportunities resulting in homeland security related grant awards for the County totaling more than \$365,000. A grant award of \$13 million for first responders and additional applications totaling approximately \$4.8 million currently is under review by various funding sources.

The Traffic Engineering Division of Public Works conducted more than 500 traffic studies and 100 plan reviews for schools to ensure the safety of school children.

Team Metro cleared a total of 1,197 lots and removed 693 abandoned vehicles.

Improving Services to Children, Elderly and Those in Need

Miami-Dade County continues to reach out to the least fortunate in our community - the youngest and the oldest, the homeless, those seeking assistance in starting businesses, and those seeking safe, decent and affordable housing. In 2003, the Homeless Trust added almost 110 new beds for the homeless - helping to put a roof over the heads of more than 4,000 residents. The Department of Human Services and the Miami-Dade Housing Agency found new housing for 117 residents and issued more than 490 emergency food vouchers after tornadoes ravaged downtown Miami neighborhoods, leaving hundreds homeless and hungry.



Two young children participate in the Community Action Agency's (CAA) Head Start Program. Providing care and instruction for children in a classroom setting, the program is designed to enhance the lives of children, build strong family units and provide opportunities for empowering and obtaining self-sufficiency.

The Community Action Agency's (CAA) Head Start/Early Head Start Program completed phase one of the installation of new portable units at 10 sites serving an additional 440 children.

More than 377 out-of-school youth re-entered the academic arena through participation in the Greater Miami Service Corps.

CAA's Energy Programs Division completed installation of hurricane storm panels on the homes of 836 low-income seniors under the Project Impact Residential Shuttering Program, a cooperative effort with the Mayor's Office and the Office of Emergency Management.

Miami-Dade's Consumer Services Department (CSD) issued 20 wheelchair-accessible taxicabs.

CSD's Expanded Food and Nutrition Education Program taught nutrition and food purchasing skills to 40,965 participants through programs designed to improve nutrition and health for low-income families.

Approximately 12,496 participants enrolled in the 4-H Youth Development program. 4-H is a worldwide organization open to all youth ages 5 - 18. Through project studies and activities, members develop leadership, communication and citizenship skills.

The Miami-Dade Fire Rescue (MDFR) Child Car Seat Installation Program serviced more than 300 residents, helping to ensure the safety of the County's youngest residents.

MDFR installed more than 200 smoke detectors in the homes of low-income and elderly Miami-Dade County residents.



Miami-Dade Fire Rescue (MDFR) made more than 300 referrals for elderly and disabled residents for special transportation services, health support and other assistance.

Improving Services to Children, Elderly and Those in Need

The Miami-Dade Homeless Trust (MDHT) expanded the inventory of beds available to homeless persons in Miami-Dade County by 109 beds.

More than 1,000 homeless people have been served during the past six months under MDHT's jail discharge program, which stations outreach counselors at the County jail to provide assessment, transportation and shelter to individuals who are homeless upon discharge.

MDHA's Vacancy Reduction Plan reduced the number of vacant public housing units by nearly 300 units from 1,345 to 1,052 and provided assisted-housing subsidies to an additional 2,000 low and very-low income families in Miami-Dade County through the Section 8 Housing Choice Voucher Program.

MDHA also increased landlord participation in the Section 8 program from 400 to approximately 1,500 current housing referral listings.

The Department of Human Services (DHS) received notification by the Council on Accreditation (COA) for the Department of Children and Families that they were the first County agency in the state to receive national accreditation status.

DHS provided 87 adult residential treatment beds to individuals with substance abuse problems, and the Treatment Alternatives to Street Crime (TASC) Division provided outpatient substance abuse treatment services to 4,000 diversion clients referred from the Eleventh Judicial Circuit Court.

DHS Homeless Outreach Assistance Program placed more than 1,000 homeless in shelters.

DHS Adult Day Care Program served meals to 853 elderly individuals.

The Elderly, Veterans and Disability Services Division Transportation Program provided 169,341 trips to elder individuals, allowing them opportunities to shop, attend adult day care and meal sites, and participate in various social activities.

DHS assisted Miami-Dade Housing Agency in processing tornado-related Section 8 vouchers by providing confirmation of residence for 117 residents and issuing 494 emergency food vouchers to victims of the March tornado.

DHS's Family & Victim Services Program provided comprehensive treatment services to 2,290 perpetrators and victims of domestic violence.

DHS officially dedicated Inn Transition South, a transitional housing facilities for homeless victims of domestic violence.

The Cuban/Haitian grant became fully operational, serving 500 clients in four targeted, underserved neighborhoods where there are high concentrations of newly arrived Cuban and Haitian refugees.

Department of Human Services participated in their 14th Annual Holiday Toy Drive, collecting more than 1,260 toys from County employees for children, mostly from low-income families, served by Miami-Dade's network of human service providers.



Improving Services to Children, Elderly and Those in Need

The Juvenile Assessment Center (JAC) processed more than 90,000 juvenile arrests, saving close to 550,600 hours and \$12.5 million in police-associated costs.

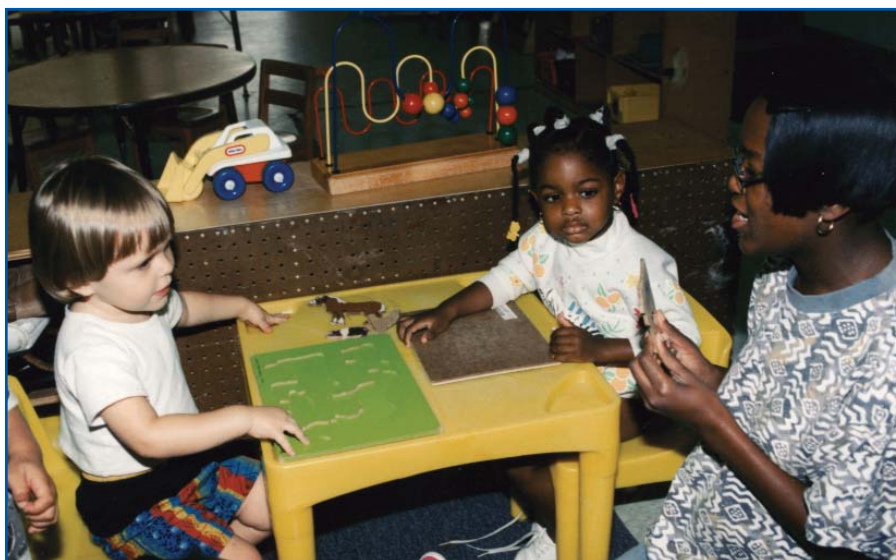
The Police Athletic League (PAL), in partnership with the Miami-Dade County Park and Recreation Department, sponsored recreational and educational programs impacting approximately 24,900 children.

Miami-Dade Police Department's Gang Resistance Education and Training (GREAT) program currently serves 13 middle schools with approximately 3,500 middle school student graduates last year.

The South Florida Workforce (SFW) provided approximately 150,000 job seekers career placement services and helped more than 6,000 individuals in advancing their skill levels through training programs and on-the-job training.

SFW funded scholarships in diesel mechanic training for more than 100 Miami-Dade County residents, helped more than 5,000 youth through in-school and out-of-school programs and provided assistance to the community's foreign entrants through the Refugee Employment and Training Program, which placed more than 7,500 refugees into new jobs.

SFW also helped approximately 14,000 residents become self-sufficient through the Temporary Cash Assistance for Needy Families (TANF) program.



Department of Human Services (DHS) Child Development Services Program Monitoring and Training Unit completed 290 assessments of childcare facilities and assisted 23 children care facilities in attaining Gold Seal accreditation status.

Improving Neighborhoods

Miami-Dade County continues to ensure that public roads are repaired, neighborhoods and parks are kept clean and safe, water is running, building codes are enforced and future community development is managed. This past year, more than \$113 million was spent on sidewalk, drainage, resurfacing and park improvement projects under the oversight of the Office of Capital Improvements Construction Coordination - Quality Neighborhoods Improvement Program (QNIP).

The Miami-Dade Police Department (MDPD) opened its South Dade Animal Services Unit shelter, providing residents with satellite services including animal tag purchase and renewal, account updating, rabies vaccinations and free spay and neuter surgeries for cats and dogs.

For more expeditious service to residents, MDPD created the Municipal Services Unit within the Police Administrative Bureau to serve as the primary entity for coordination of all police matters relating to incorporation and annexation.

Miami-Dade County, through the Department of Planning and Zoning (DPZ), adopted its first future development plan in compliance with the Growth Management Act in 1988, in an effort to guide future growth and development.

DPZ also launched a new service called the Pre-Purchase Inspection Service, which includes a comprehensive report that provides potential home buyers and sellers information on zoning issues such as plat restrictions, resolutions, maximum lot coverage, permitted uses and setbacks. The service also includes an inspection of the property to ensure that there is compliance with the zoning code.



The Miami-Dade Building Department won an award for its innovative Master Model Construction "Cookie Cutter" Plan Review Expedite Program, developed to expedite the plan review and permitting process for the construction of home models built on a repetitive basis.

In response to neighborhood storm flooding, CICC submitted and the Federal Emergency Management Agency (FEMA) approved more than \$822 million for storm-related restoration projects. To date, more than \$73.6 million has been expended on drainage, canal dredging, road reconstruction and resurfacing improvements.

Improving Neighborhoods



The Construction Division of the Public Works Department completed resurfacing projects for an estimated 103 miles of pavement resurfacing, eight major roadway projects and 15 sidewalk projects comprising 138,000 linear feet of new sidewalk and 110,000 linear feet of repaired sidewalk.

The Traffic Signals and Signs Division of the Public Works Department:

- Completed inspection of and retrofitted 3,161 street lights throughout the County via the new Comprehensive Street Light Retrofit program;
- Installed 34 traffic signals;
- Installed 20 elementary and middle school speed zone school flashers;
- Fabricated 26,000 traffic control signs;
- Installed or repaired 27,400 traffic control signs;
- Repaired 1,875 communications devices on computerized traffic control systems;
- Installed 15,000 linear feet of pavement markings;
- Made 11,500 signal modifications; and
- Repaired 2,000 traffic signal controller and loop detector parts.

Florida Yards and Neighborhoods Program (FYN), part of the Consumer Services Department's (CSD) Cooperative Extension Division, educates residents about Florida-friendly landscape techniques including water conservation and water quality protection practices for the homeowner. To date, the FYN program has reached more than 300 participants directly and 2.5 million residents.

The Finance Department took advantage of lower interest rates and completed the financing of a \$11.355 million General Obligation Bond (Parks Program) Series 2002 to fund a portion of the cost of a capital improvement program for improvements to and acquisition of neighborhood and regional parks, beaches and natural areas, as well as recreational and heritage facilities.

The Office of Management and Budget (OMB) successfully completed the FY 2003-04 budget process. The FY 2003-04 Adopted Budget decreased the combined tax rates by 0.025 mills from the FY 2002-03 level. The combined millage rates are the lowest since FY 1984-85 and the countywide millage rate is the lowest since FY 1982-83.

The FY 2003-04 Adopted Budget includes the implementation of the Quality Neighborhoods Improvement Program (QNIP) Phase IV, which provides \$32.5 million for local parks, sidewalk, drainage, resurfacing and other infrastructure projects.

Miami-Dade Housing Agency relocated 669 families from Scott/Carver Homes HOPE VI redevelopment sites and executed contracts for 400 homeowners in the HOPE VI community to paint and landscape their homes through the Beautification Program.



Improving the Environment

Miami-Dade County remains committed to maintaining a delicate balance between urban growth and environmental protection. In 2003, the County continued programs such as the Adopt-A-Tree and Bayanza bay cleanup efforts to ensure a healthy environment for our community. Furthermore, the Miami-Dade Police Department, in coordination with the State Attorney's Office, implemented a community service program to address issues associated with litter control and trash removal in areas that were heavily burdened by illegal dumping and where resources are limited and often unavailable.

The Cooperative Extension Division of the Consumer Services Department (CSD) provided training for 2,400 agriculture producers relating to production, irrigation management and pesticide use.

As of October of 2003, Unincorporated Miami-Dade County residents began receiving a total of \$12 million in savings off their flood insurance policies thanks to the community awareness programs and other actions taken by the Department of Environmental Resources Management (DERM) and County staff under the Community Rating System (CRS) of the National Flood Insurance Program (NFIP).



The Department of Environmental Resources Management (DERM) hosted the 21st Annual Bayanza, promoting environmental awareness through events and activities in the month of April. The Biscayne Bay Cleanup Day was the largest event, which brought in more than 6000 participants, to collect more than nine tons of debris from 28 sites on Biscayne Bay.

DERM's Artificial Reef Program expanded this year by deploying two new ships off Biscayne Bay - the "Princess Britney" was sunk on April 29th and the "DEMA Trader" was sunk on October 28th.

The Project Cooperation Agreement between the US Army Corps of Engineers and Miami-Dade County for dredging the Miami River was completed.

DERM's 10th Annual Environmental Essentials Workshop united more than 200 local business people and government officials to discuss safe and profitable environmental choices.

Under the Restoration and Enhancement Program, DERM accomplished the following:

- Completed the Flagler Memorial Island Phase II Enhancement Project which will stabilize eroding shorelines, enhance water quality, remove exotic vegetation and restore native habitats for marine resources and wildlife.
- Completed the Bear Cut Wetlands Hydrological Flushing Improvements in May 2003.
- Gained an award of \$138,000 from the Florida Inland Navigation District to conduct restoration at Miami River Springs Gardens Point Park.

Improving the Environment

The General Services Administration Department (GSA) initiated a fuel efficiency program utilizing the Toyota Prius gasoline electric hybrid vehicles. An initial pilot program of five has grown into a fleet of 56 hybrid vehicles with expansion anticipated into the mid-size and pickup vehicle categories for FY 2003-04. Miami-Dade County is the first municipal governmental entity in the state of Florida to incorporate fuel efficiency measures into the 2004 model year vehicle bids.

The Miami-Dade Police Department (MDPD), in coordination with the State Attorney's Office, implemented a Community Service Program to address issues associated with litter control and trash removal in areas that were heavily burdened by illegal dumping and where resources were limited and often unavailable.

Miami-Dade Water and Sewer Department's (MDWASD) POWER Efficiency Program saved residents approximately \$3.6 million this year and more than \$20 million since the program's inception in 1996.



In its third successful season, DERM's Adopt-a-Tree program, the largest tree canopy replacement program in the history of the State of Florida, reached the milestone of 49,000 trees given away free to Miami-Dade County residents.

Improving Culture, Recreation, Tourism and Trade

Miami-Dade County's multicultural flavor not only make this community a great place to work, live and play, but also serve to attract visitors who want to appreciate and indulge in all that our community has to offer - from beautiful beaches to world-class entertainment. Miami-Dade's Department of Cultural Affairs Major Cultural Institutions Grants Program increased from \$3.675 million in fiscal year 2003 to \$4.020 million in fiscal year 2004, providing critically needed support to our 21 largest cultural assets like the Miami City Ballet, Florida Grand Opera and the Actors' Playhouse. Cultural Affairs also added two new venues including the Miami Children's Museum and the Zoological Society.

Miami-Dade Art in Public Places completed five new art projects over the past year, including the following:

- A photo installation by Dennis Adams at the Miami-Dade Water and Sewer Department;
- The Miami Wave by John David Mooney, located at the Collection Plaza at Miami International Airport;
- A hand-painted ceramic tile installation titled East/West by Robert Huff at the Palmetto Metrorail Station;
- A bronze wall sculpture titled Animals of Asia by Joe Walters, located at the Metrozoo Aviary; and
- An installation by Angi Curreri titled Hearts of Hope at the Domestic Violence Shelter.



Miami Art Museum's MAM in the Neighborhood partnered with Miami-Dade Park & Recreation to provide free art material, activities and museum tours to more than 3,500 young people.

At Miami International Airport, the *Frankly Gourmet* concept in the "E" Food Court became fully operational and resulted in a 30% increase in food and beverage sales.

Cultural Affairs expanded its successful *Arts Help En Español* bilingual grantwriting support for the Hispanic cultural community by introducing *Arts Help an Kreyol* for the Haitian cultural community. These innovative programs match bilingual grant writers with small and emerging, grassroots cultural groups.

Cultural Affairs launched *High 5 Miami - Tickets to the Arts*, an initiative designed to provide high school and college students, ages 15-22, with \$5 tickets to cultural activities.

Dr. Jorge Batlle, President of Uruguay, led the largest-ever Uruguayan business delegation to South Florida from September 17-18, 2003, co-sponsored by the International Trade Consortium (ITC). More than 300 delegates and guests from the United States and Uruguay participated in the trade mission. President Batlle declared that his government would endorse Miami as the site of the permanent secretariat of the Free Trade Area of the Americas (FTAA).

The ITC mission to Hong Kong and Singapore was conducted to fulfill the contractual obligation with Miami International Airport to promote Miami-Dade County as an air cargo destination center for the Americas, to create business opportunities for Miami-Dade businesses and to promote Miami-Dade as a trade platform for Hong Kong and Singapore exports to Latin America, Central America and the Caribbean. The mission resulted in establishing an official relationship with the US Technology Center in Singapore.

Improving Culture, Recreation, Tourism and Trade

Miami-Dade branch libraries opened in Naranja, West Tamiami and the Lakes of the Meadows.

A winning, schematic design was selected for 10 future libraries to be constructed in Miami-Dade County over the next five years.

Miami-Dade Public Libraries recorded more than 6 million annual visitors this past year, including many young readers.



Miami Art Museum's (MAM) collection grew to 189 objects and includes new acquisitions by Maria Fernanda Cardoso, Joseph Cornell, Teresita Fernandez, Guillermo Kuitca, Ed Ruscha and Sean Scully, among others.

The following are some of the projects completed by Miami-Dade Park and Recreation Department (Parks):

- Tropical Park athletic field house building;
- Southridge Park field house and bleachers;
- Kendall Soccer Park soccer fields and recreation center;
- Doral Park restroom building;
- Goulds Park playground;
- Kendale Lakes Park walkway lighting;
- Amelia Soccer Complex;
- Crandon Park cabanas; and
- Soar Park recreation center renovation.

The Parks Department hosted the kick-off for the Mayor's Health and Fitness Challenge on July 4th, as well as the July 4th Symphony in the Park, the first annual Fireworks show and a 5K Walk/Run. More than 6,000 patrons attended and/or participated in the events.

Approximately 10,800 kids enjoyed 10 weeks of fun at County summer camps.

More than 11,000 kids participated in the Parks Department's *Learn to Swim* Program.



Parks hosted the 2003 Southeast Section Fencing Program at Tamiami Park, where more than 200 top fencers from Florida, Georgia, Alabama, Virginia and Tennessee competed for national titles.

A 49-foot passenger vessel was purchased for Pelican Marina by Parks as part of the ongoing expansion of their eco-adventures programming.

Miami Metrozoo opened the \$13.5-million American Bankers Family Aviary in May 2003.

Attendance at Miami Metrozoo was up 40,000 people over the previous fiscal year and the installation of a \$550,000 Wildlife Carousel was completed in July.

Vizcaya Museum and Gardens began restoration of key village buildings on the west side of South Miami Avenue.

The Miami-Dade Park and Recreation Department hosted the USATF National Junior Olympics at Tropical Park, where more than 7,300 (record number) youth from all over the United States participated in this event, generating nearly \$20 million in economic impact to the community.

Improving Customer Service

Miami-Dade County is committed to improving internal operations and offering residents efficient and effective service. In 2003, the County worked aggressively to identify areas needing improvement and develop the necessary plans to increase efficiency and improve customer service and delivery. The Secret Shopper program continued to evaluate departments and offered customer service training as necessary, while the Airport developed a Customer Awareness Program whereby airport employees are made aware of customers' needs and expectations.

The Miami-Dade Aviation Department developed a Customer Awareness Program and is developing a full training program designed to motivate employees to deliver excellent customer service to passengers.

The Miami-Dade Audit and Management Services Department completed several revenue-based audits, identifying approximately \$2.6 million in revenues owed the County.

Miami-Dade's Building Code Compliance Department enhanced customer service by transferring calls regarding contractor licensing information, contractor complaints and general information to Team Metro's Answer Center for initial intake of calls, alleviating the overflow of calls and providing extended hours of service.

The Building Department transitioned permitting, inspection and regulation services to municipal building departments for properties located within the jurisdictional boundaries of new municipalities or annexed areas of existing municipalities.



Building inspectors assist residents through the expedited permitting process for new and expanding businesses in Miami-Dade County. The Department designed and implemented a program to allow for various design options in model homes without requiring additional permits.

The Corrections and Rehabilitation Department developed and implemented a new process for holding management staff accountable for all aspects of their operations named CORESTAT, or Correctional Organization of Responsive and Efficient Systems Through Accountability and Teamwork, in an effort to provide safer jails, use resources efficiently, reduce overtime and unscheduled leave usage, ensure capital projects stay on schedule and within budget, and effectively collect, analyze and use statistical data to make sound decisions.

The Employee Relations Department (ERD) developed a new job hotline for job applicants, allowing them to listen to weekly job openings by type of job and also by County employees only, versus open to the general public.

Improving Customer Service

The Finance Department continued to promote the Automated Clearing House (ACH) payment option to vendors. To date, more than 1,019 vendors participate in the program, representing 44% or \$891 million of the County's total disbursements. This payment option is providing cost savings by reducing the number of checks issued and mailed out to vendors.

The Finance Department redesigned the property tax bill for the 2003 tax year in order to have a more simplified bill for property owners.

The Office of Strategic Business Management and Performance Improvement (OSBM-PI) coordinated the development of a Strategic Plan for Miami-Dade County government that will provide a clear mechanism for government accountability to residents, elected officials, business and community leaders, the general public and County management.

OSBM-PI coordinated the implementation of several comprehensive resident satisfaction surveys to provide quantitative information regarding the County's performance in an effort to improve effectiveness and responsiveness of County programs and services.

OSBM-PI completed its third year of a countywide "Secret Shopper" program, designed to evaluate service delivery to the public at several points of service.

The Procurement Department exceeded its goal to generate \$15 million in County savings through contract negotiations and improved procurement methods and practices by more than \$25.5 million.

Procurement also significantly exceeded departmental goals to increase new online vendor enrollment and participation in the County's procurement processes.



Team Metro's Government on the Go Bus participated in the Property Appraiser's Homestead Exemption application program and processed more than 5,000 applications at alternate locations for resident convenience.

Team Metro's Answer Center responded to 137,000 resident calls.

All Team Metro regional offices coordinated Hurricane Fairs at different locations to distribute literature and check lists for hurricane preparedness. Approximately 30 fairs were conducted at schools, shopping malls and community centers. Informational brochures were handed to at least 2,000 residents.

Improving Government Through Technology

Miami-Dade County worked tirelessly over the past year to make it easier for residents to reach the County and receive needed services. The newly designed web portal - www.miamidade.gov - offers residents expanded content to learn more about County programs and services and even offers them the option to personalize the delivery of information on the portal by selecting from nearly 30 categories of interest. More than 2,000 people 'personalized' since September 2003.

Miami-Dade's Building Code Compliance Office (BCCO) offered more frequent and accessible computerized, construction-related licensing examinations and also implemented the online renewal of contractor licenses.

Miami-Dade's Building Department completed an analysis, development, testing and implementation of an e-permitting Internet feature that allows issuance of roofing permits and storm panel permits via the web.

The Building Department also implemented a new Internet feature that allows access to its internal records.

The Department of Environmental Resources Management (DERM) added the ability to access permits online and file an environmental complaint.

Miami-Dade's Elections Department continued to work with both the Ivotronic manufacturer and state officials to ensure the most up-to-date technology becomes available to Miami-Dade County as soon as it is developed.

The Enterprise Technology Services Department (ETSD) initiated a new web portal design and expanded web content.

ETSD improved web portal personalization capabilities - visitors can now create a customized view of the information on the County web portal by selecting from nearly 30 categories of interest. More than 2,000 people 'personalized' since September and expanded payment options. A new 'payment engine' provides the County with the ability to utilize alternative bank services and accept a greater number of payment methods.

ETSD designed and implemented an online school attendance boundary search for Miami-Dade County Public Schools. Since school address boundaries have been added to the web, the number of calls to the Miami-Dade School District has decreased by 30,000 per month.

ETSD reengineered a 30-year-old County payroll system and consolidated the functions under the framework of other payroll related systems resulting in a direct cost savings.

ETSD initiated video conferencing to bring the various departments within the County together for the purpose of working more efficiently, saving travel time and money.

ETSD continued construction of a paperless report delivery system, already saving the County in excess of \$300,000 per year in paper supply.

Miami-Dade Water and Sewer (MDWSD) customers were given the ability to pay water bills via the Internet at no extra charge.

The Employee Relations Department's (ERD) employment updated its website by providing a search capability that allows citizens to see current job openings based on salary level, nature of work, department, and availability to County employees versus the general public, streamlining the "job hunting" process for candidates seeking employment opportunities with the County.

Improving Government Through Technology

Miami-Dade Fire Rescue (MDFR) placed thermal-imaging cameras on MDFR operation units, allowing firefighters to more quickly locate victims, the source of a fire and remaining hot spots during the overhaul of a fire.

Class "A" foam, a fire suppressant that reduces the amount of time to extinguish a blaze, was provided on all new MDFR apparatuses to improve smothering capabilities.

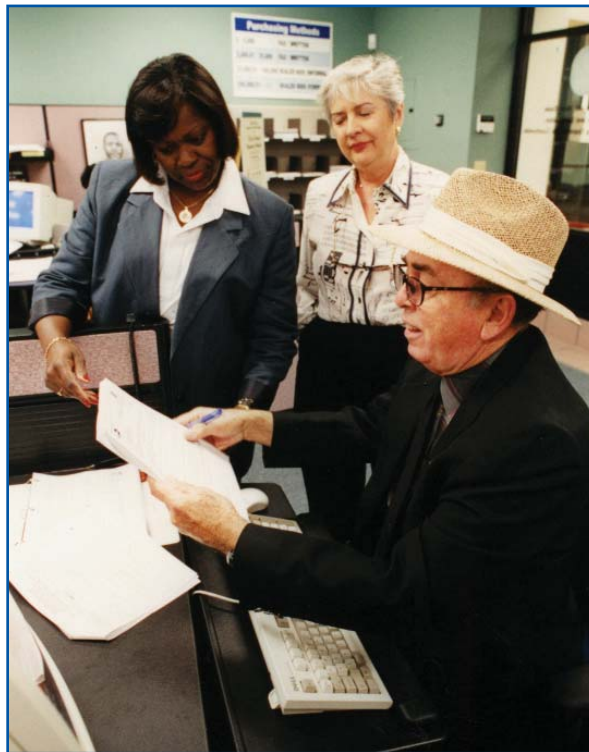
The Miami-Dade Property Appraiser's Office (PA) implemented the Property Appraisal Module of the Clerk of the Courts imaging system for the Records' Office. This new system replaced approximately 100,000 paper deeds and increased productivity significantly.

The Property Appraiser's Office automated the process of creating the assessment roll recap reports required for property tax roll approval. This new process has reduced the time in preparation by more than 50%, as well as increased the accuracy and efficiency of the reporting.

Solid Waste Management successfully implemented an automated collection pilot in northeast Miami-Dade County in FY 2002-03, serving approximately 3,200 households. The pilot program serves as a model to fully implement automated collections, projected to save a recurring \$10 million annually upon full implementation after five years.

MDWSD implemented a wireless infrastructure, enabling field location crews to queue up work tickets in their cars at plant sites, increasing employee productivity.

Miami-Dade Library's new "Ask a Librarian" service allowed real-time virtual chats to provide answers to library users' information requests via the Internet.



County employees assist a resident searching for open permits on potential properties online by tax folio number at www.miamidade.gov.

Ethics Reform

Miami-Dade government places a strong emphasis on ethics training for all employees. In 1996, the citizens of Miami-Dade County voted for the creation of a local ethics commission. Subsequently, the Miami-Dade County Commission on Ethics & Public Trust (Ethics Commission) was created to combat corruption and the negative perception of local government it creates. The Commission is dedicated to restoring public trust in the administration of our government. The Ethics Commission is in place to investigate allegations of unethical behavior in government, to render legal and ethical advice to government employees and officials, and to raise awareness in the public and private sector about the County's ethics laws. The Commission also facilitates an ethics-training program for all County employees and works closely with the Office of the Inspector General, the Public Corruption Unit at MDPD and the State Attorney's Office.

In 2003, the Ethics Commission continued accessing Miami-Dade's diverse community by participating in and coordinating an array of activities including local public television programs, ethics leadership programs and training workshops, meetings with non-profit, religious and civic advocacy groups, and hosting major events and a variety of panel discussions.

Outreach efforts by the Ethics Commission totaled more than 150 presentations before non-profit, professional and private organizations, local chambers of commerce and area universities. The Commission also conducted more than 30 workshops and received almost 200 requests for advisory opinions.

The Miami-Dade Office of the Inspector General (OIG), often referred to as the "government watchdog," has oversight of more than 40 departments. By Miami-Dade resolution, its oversight responsibility is totally independent and autonomous. The OIG has the authority to review past, present and proposed County and Public Health Trust programs, accounts, records, contracts and transactions. The OIG may also investigate allegations of fraud, waste, abuse and misconduct among public officials and County employees, as well as contractors and vendors doing business with the County. In 2003, the Inspector General played a valuable role in weeding out public corruption and unethical behavior within Miami-Dade County government.

Miami-Dade Police Department personnel continued to work closely with the Federal Bureau of Investigation, Florida Department of Law Enforcement, the Miami-Dade State Attorney's Office, U.S. State Attorney's Office, and the Miami-Dade Office of the Inspector General in a comprehensive partnership examining and investigating public corruption and misconduct at every level throughout Miami-Dade County.



Mayor's Initiatives



State of the County Report 2004

Mayor's Initiatives: Social and Community Services

Universal Pre-Kindergarten Education 4 All

Overwhelmingly approved by Florida voters in November 2002, the Pre-K constitutional amendment guarantees access to free, voluntary quality Universal Pre-K (UPK) education to all four-year-olds in the State by the 2005 school year. Just two weeks after that election, Mayor Penelas, along with David Lawrence of The Early Childhood Initiative Foundation, convened a UPK Conference to begin the process of converting the voters' mandate into reality. From that meeting came the first recommendations that were sent to the UPK Advisory Council. Mayor Penelas hosted a second UPK Conference in November 2003 where more than 1,200 educators, child care providers and government representatives from Florida and throughout the country participated in a series of workshops to identify future actions needed to ensure UPK's successful implementation. Their suggestions -- classes must have at least one teacher for every ten children; teachers must, at the very least, hold a Child Development Associate certificate; a school day must be at least six hours long; and the education must be free and voluntary -- were forwarded to the Florida legislature for consideration.



Mayor Penelas adds his signature to a banner signed by all UPK Conference participants asking the Florida legislature to properly fund Universal Pre-K. The banner will be displayed in the State Capital during Children's Week 2004.

Mini-Libraries



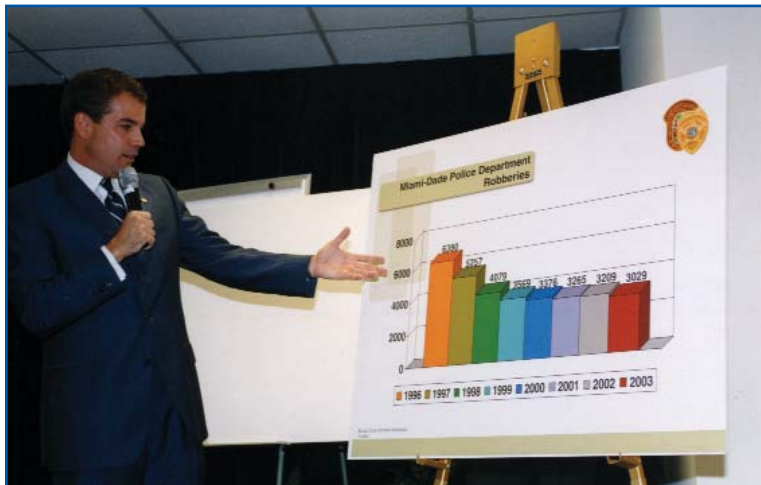
Mayor Penelas and Commissioner Joe Martinez celebrate the Grand Opening of the Lakes of the Meadows Library. "Mini-libraries" are some of the many resources available to the community. The students in this photo are members of the Jane S. Roberts Elementary School Band.

Mayor's Initiatives: Social and Community Services

Health Care Access for Working Uninsured

Concerned about the more than 500,000 uninsured residents in Miami-Dade County, Mayor Penelas created the Health Care Access Task Force to come up with recommendations to ensure that these residents have access to quality, convenient and affordable healthcare coverage through governmental and private partnerships, and emphasizing public awareness of available and new programs. The 52-member Task Force issued its report in February, recommending the development of Health Flex -- a public/private partnership for employed individuals with incomes under the 200 percent poverty level and who do not have access to public insurance programs such as Medicare, Medicaid or the Children's Health Insurance Program. The program was specifically designed for small businesses with 50 or fewer employees (comprised primarily of people who live and work in Miami-Dade County) and earn an average of \$10 or less an hour. Mayor Penelas will present the Flex Plan Insurance Program to the Board of County Commissioners for approval in 2004.

Reduction in Crime



Mayor Penelas points to a chart that shows the steady decline of robberies in Miami-Dade County since 1996. In that time, approximately \$64.3 million additional dollars have been invested in crime-fighting programs such as Operation Safe Streets, Robbery Intervention Detail and Tactical Narcotics Team. The result of this investment is evident in the decreased number of crimes being committed. For the year 2003 - when compared to 2002 -- most areas of crime were down including those of most concern: murder (down 3%, down 29% since 1996), aggravated assaults (down 3%, down 35% since 1996) and robberies (down 6%, down 53% since 1996).

Tax Credit Outreach

For the last several years, Mayor Penelas -- working with various county agencies -- has led a trilingual outreach effort to educate hard-working people about the availability of federal tax refunds including Earned Income Tax and Child Tax Credit. These are Federal tax credits available to low-to-moderate income individuals and families and not only mean additional income coming into the community, but can increase families' purchasing power and help them meet immediate needs. The outreach effort also included free tax filing service at Community Action Partnership and Dept. of Human Services sites - assisting thousands who qualify for the tax credit apply for money that's rightfully theirs. This initiative helped bring in more than \$546 million in tax credits to the county's economy in 2003.

Mayor's Initiatives: Social and Community Services

HIV / AIDS Education and Awareness

HIV/AIDS education and awareness has been a priority of Mayor Penelas for several years. His last fiscal budget allocated another \$400,000 for counseling, testing and prevention education in our highest risk neighborhoods. Before he took office, the County's AIDS budget was negligible however, working with various governmental and private sector organizations, the County has participated in raising more than \$1 million dollars that were leveraged into more than \$28 million from Federal sources and allocated towards local HIV/AIDS education and awareness efforts.

In June, the Mayor participated in a National HIV Testing Day event held at Miami-Dade Community College - Wolfson Campus to bring attention to the disease, its rise in our community and the importance of preventive education.



Mayor Alex Penelas and his wife Lilliam join children from United Way affiliated agencies and the United Foundation for AIDS/KidzCare during the Mayor's Easter Egg Hunt at Vizcaya Museum and Gardens. The AIDS/KIDZCare program is part of the Children's Project of UFA, dedicated to providing support and enhancing quality of life for children ranging from newborns to fourteen-year-olds affected by HIV/AIDS, as well as their families, caregivers and loved ones.

Mayor's Initiatives: Social and Community Services

Mayor's Health and Fitness Challenge

To encourage residents to get fit, eat right, and chill out, Mayor Penelas developed the Mayor's Health and Fitness Challenge in cooperation with the Health Foundation of South Florida and Mercy Hospital. The yearlong initiative provides county residents with free health fairs and screenings, nutritional cooking classes and a series of physical fitness events. With a different "healthy" event going on each month in various parts of the County, the Mayor's Health and Fitness Challenge is helping motivate the community to develop healthier eating habits, a positive attitude about exercise and to live a less stressful lifestyle. The program will continue through June 2004.



Mayor Penelas, Dr. Steven Marcus of the Health Foundation of South Florida, Commissioner Sally Heyman, and Parks and Recreation Department Director Vivian Donnell-Rodriguez, led an early morning fitness walk at the launch of the Mayor's Health and Fitness Challenge on July 4th, 2003 at Amelia Earhart Park.

Urban Infill Housing Program

Since Mayor Penelas helped launched the Infill Housing Initiative in 1997, more than 200 homes have been built from Cutler Ridge to Liberty City and over 400 more homes are currently in the planning stages. Under this program, low-to-moderate income families have the opportunity to own their own homes. Through the hard work and dedication of the Miami-Dade Housing Agency, community development corporations and private builders and investors, the Infill Housing Initiative is helping revitalize inner city neighborhoods with economic energy and activity, thereby generating a positive property tax base.

Mayor's Initiatives: Social and Community Services

Haitian Cultural Heritage Celebration

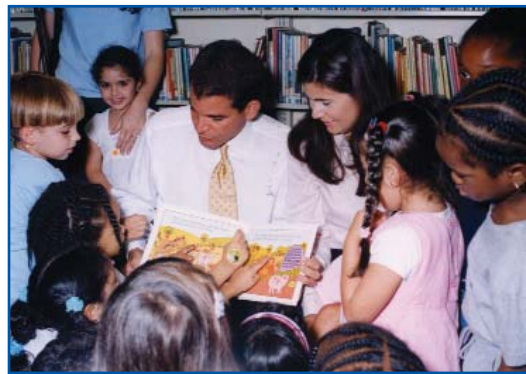
For several years now, the Mayor has designated May as Haitian Cultural Heritage Month - sponsoring various community-wide celebrations that feature the performing, literary, folk, visual and culinary arts of Haiti. Mayor Penelas has also joined the Haitian-American community to lobby for changes in current Federal Immigration policies and practices towards Haitians. During a visit to Washington, D.C. in March 2003, the Mayor, along with state and local elected officials, community leaders and a number of concerned citizens, met with legislators to advocate for the release of hundreds of Haitian asylum seekers currently held at Krome and area detention centers.



Mayor Alex Penelas and City of North Miami Beach Mayor Joe Celestin drum to the beat of the Haitian festival's rhythm during the Haitian Cultural Heritage Month kickoff at the Stephen P. Clark Center.

Support of Arts & Cultural Programs

A long-time advocate of the arts and culture in this community, Mayor Penelas' budget message has continually urged support for the Department of Cultural Affairs - pledging \$5 million over the last four years. These funds are important for the survival of Miami-Dade's young and growing arts community challenged by the economic recession and its negative impact on contributions and endowment earnings. The increased investment of County funds sent a strong message to other contributors that Miami-Dade County's cultural life is important our economic destiny. On the average, every dollar of County grant support leverages approximately \$17 million of other private and public sector contributions. Our cultural programs increase the overall economic health of our community because they strengthens existing cultural arts organizations and support arts groups that are providing programming underserved neighborhoods, and attract more cultural visitors.



Mayor Penelas and his wife Lilliam read to a group of 3rd grade students from Joe Hall Elementary at the Miami Lakes Public Library, as part of Miami-Dade Public Library's Summer Reading Program.

Ethics Commission

Mayor Penelas - with support from the Board of County Commissioners -- established the Ethics Commission in 1996. Since that time, more than \$10 million dollars have been invested in the Ethics Commission, Inspector General's Office and the Public Corruption Unit of the Miami-Dade Police Department in an effort to restore integrity and accountability to county government.

Mayor's Initiatives: Economic Development

2003 Omnibus Appropriation Spending Bill



In March, Mayor Penelas, and the Office of Intergovernmental Affairs announced the Fiscal Year 2003 Omnibus Appropriation Spending Bill bringing over \$29 million to Miami-Dade County in Federal funds for various Countywide projects. Pictured, from left to right: U.S. Representatives Ileana Ros-Lehtinen, Lincoln Diaz Balart and Kendrick Meek; former U.S. Representative Carrie Meek, and Miami Beach Mayor, David Dermer.

Federal Assistance for victims of Tornado

After seeing the devastation caused by tornados and severe weather in the Liberty City and Brownsville area in March, Mayor Penelas led an effort to secure federal assistance for the residents and businesses in that area. The County, under the auspices of the Office of Emergency Management, working with various local agencies, provided immediate assistance to the affected areas.



Mayor Penelas and Commissioner Dorrie D. Rolle inspect storm damage in Liberty City.

Mayor's Initiatives: Economic Development

Office of Film and Entertainment

The Mayor's Office of Film and Entertainment was successful in securing Miami-Dade County as the location for some of today's hottest television shows such as CSI Miami, Good Morning Miami, Karen Sisco and Nip/Tuck and such box office hits as 2 Fast, 2 Furious, Bad Boys II, Out of Time and Stuck on You. With the warm weather, beautiful climate and ideal cultural flavor of our community, the office issued 1104 permits for location shoots that contributed more than \$185 million to Miami-Dade's economy in 2003. In addition to location filming, Miami-Dade has been the venue of choice for some of the industry's most renowned events including the Latin GRAMMYS, the American Black Film Festival, the 2003 INTE Awards, the Clio Awards and the Billboard Latin Music Awards. We also saw a substantial increase in Spanish-language television production especially in the telenovela sector with over eight telenovelas produced locally including Rebeca, Gata Salvaje, Al Filo De La Ley and Amor Descarado. Commercial shoots generated an economic impact of over \$36 million and included commercials for such renowned enterprises as Wendy's, Daimler-Chrysler, Nestea, McDonalds, Mercedes Benz and Verizon, just to name a few.

Homeland Security

Mayor Penelas and Sheriff Ken Jenne, Broward Sheriff's Office, testify before a Congressional Forum on homeland security on April 26, 2003 at Miami-Dade Community College - North Campus. The Mayor spoke about local homeland security efforts and the federal funding necessary to continue, and enhance, security measures. Hosted by U.S. Representative Kendrick Meek (D-FL) -- a House Homeland Security Committee Member, the forum focused on security issues affecting Miami-Dade and Broward Counties, local municipalities and the front-line personnel whose job it is to prevent or respond to terrorist acts.



High-Profile Events



Mayor Penelas welcomed several high-profile events to Miami-Dade County in 2003 including the 94th NAACP Convention, the Latin Grammy Awards and the Free Trade Area of the Americas meeting. Mayor Alex Penelas joins (left to right) Commissioners Barbara Carey-Shuler, Ed.D., Katy Sorenson and Betty Ferguson, as they present the Key to the County to NAACP President Kweisi Mfume, during the Mayor's Reception aboard the S.S. Catalina as part of the 94th NAACP Convention. More than 10,000 delegates from around the country attended the convention - featuring local and national speakers, plenary sessions and business exhibits.

Mayor's Initiatives: International Trade and Commerce

Transportation

November 5, 2003 marked the one-year anniversary of the People's Transportation Plan (PTP), a measure that was overwhelmingly approved by Miami-Dade County voters one year earlier. The PTP paved the way for a dedicated funding source for the improvement of transportation and to be used to leverage critical state and federal dollars for transportation related initiatives. Improvements made since the People's Transportation Plan was implemented include 24-hour Metrorail and Paratransit service, free fares for Metromover and free Metrorail for Miami-Dade citizens age 65 and above. In addition, the following six new bus routes have been created: Little Havana Circulator, Hialeah Gardens Connection, Sweetwater Connection, Coral Way Max, Coconut Grove Circulator. Service improvements have been made to 37 existing bus routes (this represents 3.4 million miles of service), wait times have been reduced, route extensions and service expansion has taken place, 234 new bus operators have been recruited and hired, 100 full size buses have been ordered and the Citizens' Independent Transportation Trust (CITT) has been impaneled.



Mayor Penelas, Commissioner Bruno Barreiro, Jose Galan, Public Works, Dr. Carlos Bonzon, Surface Transportation Manager, Jose Luis Mesa, MPO Director, Roosevelt Bradley, MDT Director and Hon. John Cosgrove, Chairman of the Citizens' Independent Transportation Trust mark the one-year anniversary of the People's Transportation Plan.

The Mayor, alongside Commissioner Rebeca Sosa and Commissioner Javier Souto, joins Ari Rivera, from Public Works, Pete Hernandez, Johnny Martinez, FDOT District 6 Secretary, and U.S. Representative Ileana Ros-Lehtinen to cut the inaugural ribbon at the SW 2nd Ave. Bridge dedication ceremony on September 26, 2003. The new bridge, costing \$44 million, replaces a more than 75 year-old structure and will be 50 percent less likely to need to open for passing boats.



Free Trade Area of the Americas

From November 19 to the 23, Miami-Dade County and the City of Miami hosted the Free Trade Area of the America's Ministerial Meeting (FTAA) which brought together political, business and community leaders from 34 Western Hemisphere countries to discuss current trade issues and the trade negotiations. The fact that these meetings took place in South Florida was significant because of our community's interest in being selected as the FTAA Permanent Secretariat. Our status as the "Gateway to the Americas" and the incredible cultural diversity of the residents in our community makes Miami-Dade County one of the best-suited candidates for this honor.

Mayor's Initiatives: International Trade and Commerce

Sister Cities

In cooperation with the Jay Malina International Trade Consortium of (ITC) and Miami-Dade County's Sister Cities program, Mayor Penelas worked to strengthen our ties with communities around the world. In September, Mayor Alex Penelas welcomed His Excellency, Dr. Jorge Batlle, President of Uruguay, who led the largest ever Uruguayan business delegation to South Florida. More than three hundred delegates and guests from the United States and Uruguay participated in the trade mission. In his welcome remarks, president Batlle declared that his government would endorse South Florida as the site of the permanent secretariat of the Free Trade Area of the Americas, becoming the first president of a Latin American or Caribbean country to officially announce his support.

County Commissioner Jose "Pepe" Diaz, Mayor Penelas and Arturo Cepeda, of Cartagena, Spain sign an International Sister Seaport Agreement at the 24th Annual Hemispheric Congress of Latin Chambers of Commerce and Industry.



AfriCANDO / US-Caribbean-African Trade Symposium

Mayor Penelas kicks off AfriCANDO 2003 -- the 6th Annual US-Caribbean-African Trade and Investment Symposium that encourage trade between U.S., African and Caribbean nations. The five-day symposium brings together thousands of African, Caribbean and American public and private sector leaders for seminars on trade policy, tourism, transportation, finance and other trade issues.



Mayor Alex Penelas attends the 6th Annual AfriCANDO and is joined by (left to right) Fred Oladeinde, President, Foundation for Democracy in Africa; Daniel Morris and Carmen Morris; Anthony Okonmah, Executive Director, Foundation for Democracy in Africa and Co-Chair Mayor's African Trade Task Force; Hon. Masek Ndiaye, Minister of Tourism Republic of Senegal; Amadou Toure, Cabinet Chief, Ministry of Tourism Senegal; Commissioner Dennis Moss; Dr. Gershwin Blyden, Executive Director, Institute for Democracy in Africa; Babacar M'Bow, Int'l Program & Exhibit Service Coordinator, Broward County Library Division; Dwayne Wynn, President, Afro-Caribbean Trading Group and Chairman, Mayor's African Trade Task Force; and Charles Towsley, Director, Port of Miami.



Alex Penelas
Mayor

Board of County Commissioners

Barbara Carey-Shuler, Ed.D.
Chairperson

Katy Sorenson
Vice Chairperson

Betty T. Ferguson

District 1

Dorrin D. Rolle

District 2

Barbara Carey-Shuler, Ed.D.

District 3

Sally A. Heyman

District 4

Bruno A. Barreiro

District 5

Rebeca Sosa

District 6

Jimmy L. Morales

District 7

Katy Sorenson

District 8

Dennis C. Moss

District 9

Sen. Javier D. Souto

District 10

Joe A. Martinez

District 11

José "Pepe" Diaz

District 12

Natacha Seijas

District 13

Harvey Ruvin
Clerk of Courts

George M. Burgess
County Manager

Robert A. Ginsburg
County Attorney



*The Mayor's Office and the County's Communications
Department produced this Report with the cooperation and
assistance of County departments and agencies.*